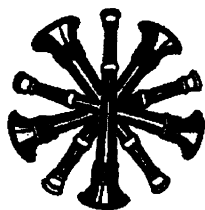


Flagstaff Fire Departments

Straight Tip



From The Chief

Fire Chief
Mike Iacona

REFLECTIONS AND GOALS

As we enjoy the holiday season, it is natural to reflect on all that we are thankful for and to also contemplate our personal goals for the future. As an organization, it is also helpful to go through a similar process. The year 2004 has brought many positive changes for our organization. We have been extremely fortunate this past year because none of our members have sustained serious or debilitating injuries that today prevents them from being on the job. This is truly a blessing and a by-product of our emphasis on safety. Employee safety and personal protection must continue to be everyone's priority.

In 2004 we saw a number of changes in our membership. Several of our longstanding employees have chosen retirement. We have also welcomed a few new employees, and have shared the pride of those friends who have earned promotions. We were also fortunate to receive the support of the community in approving a \$16.7 million bond program. Over the next few years this program will improve employee safety and our ability to serve the community.

In a further rundown of those more notable achievements, there is little doubt that the new special operations vehicle will have a profound impact on our overall capability. In

addition, we have trained nine new hazardous material technicians and completely replaced the SCBAs used in this program. We have also placed into service additional portable radios and today all on-duty personnel will have direct radio communications when operating on an emergency scene. We have written and instituted new RIC and MAYDAY procedures and have re-emphasized the use of the safety officer in scene management.

In the area of wildland firefighting and fuel management we have made considerable progress. Water Tender 4 was fully refurbished and returned to service. Our home assessment program continues to gain community notoriety and we frequently out-strip our capacity to meet the demands of our citizens and business owners in assessing their defenses for wildfire. Along with our partners in PFAC and the Greater Flagstaff Forest Partnership, we have adopted the first Community Wildfire Protection Plan for this area. Our mutual aid base station on Mt Elden was up-graded and now provides improved inter-agency communications. Finally, the Flagstaff Fire Department has re-established itself as a formidable contributor to federal and state wildland firefighting assignments from this region.

The year 2004 provided many more opportunities for achievement. We have seen much individual growth and leadership. People have stepped-up in assuming increased responsibility in program management. We have seen people improve their skills through formal

training either as paramedic, investigators, at the community college and through university programs. Our in-service training efforts were extremely productive. Group and committee work provided many useful and effective outcomes. Overall, there were many, many ways that our personnel worked as part of a team in moving this organization forward and improving its ability to serve.

The year ahead provides even greater opportunity and more complex challenges. Though much was achieved in 2004, there is still much that remains undone.

In 2005 the following issues highlight our organizational priorities:

- ⇒ Four person staffing
- ⇒ Year-round Fuel Crews
- ⇒ Paramedics in each district
- ⇒ Increased assignment pay

Quarterly Straight Tip

Editor: Dave Manning
Assistant Editors: Regi Diffenderfer
Chris Thomas

Fire Chief: Michael Iacona
Assistant Fire Chief: Doug Bogard
Assistant Fire Chief: Jim Wheeler

Address: 211 W. Aspen St.
Flagstaff, AZ 86001
Phone: (520) 779-7688
FAX: (520) 779-7668

E-mail at:
flagstafffire@ci.flagstaff.az.us

(CHIEF Continued on page 2)

LIGHTENING UP THE INSPECTION WORKLOAD

By: Don Morales, Fire Inspector

At the request of the "Work Load " committee the Fire Prevention Bureau has been working on lessening the number of "mercantile" line inspections and increasing the number of "self-inspected" occupancies assigned. Mercantile occupancies consist of small service offices (most of which are already on self-inspection) and stores where goods are sold to the public.

Research was done into occupancy types, hazard class, fire loading and fire frequencies to develop a "Fire Inspection Frequency Matrix" that would give some guidance to establish a more accurate inspection frequency as it relates to risk variables. Basically, the lower the overall hazard the less often it needs to be inspected. For example: A Circle K store is a mercantile occupancy with a light to moderate hazard class, moderate fire loading with a moderate fire frequency. This type of occupancy can be inspected once every three (3) years. On the other hand, residential occupancies like hotels, motels and apartments, while only a light hazard class with a moderate fire load, have a high frequency of fires or a high life hazard and must be inspected annually.

We have prepared the first quarter inspection assignment lists for 2005. Inspections have been set up in accordance with this new inspection matrix. We have found that some unit assignments will change significantly while

others won't change at all. For example, Engine 1-C's original assignment list was 34 occupancies, three (3) of which were self-inspections making the actual number of physical inspections 31. After applying the guidelines of the inspection matrix we were able to re-assign eleven of those occupancies to a three (3) year inspection frequency. This is how it will work. Four (4) of these eleven occupancies would be inspected in 2005, four (4) more in 2006 and the remaining three (3) in 2007. This amounts to a 22% decrease in the number of inspection assignments for this unit next quarter.

The inspection year for each of these occupancies will be located to the right of the FAC number preceded by a dash line (i.e. FAC # 1052-2005 or 2006 or 2007). You will only inspect those occupancies with the current year indicated. All other occupancies on the assignment list will be inspected annually as is done now. As time goes along we will be expecting the line companies to identify those occupancies that change and either put them on a three (3)-inspection rotation or bring them back to an annual. In addition to this the Prevention Fire Inspectors (Lou & Don) will be inspecting all health care facilities except doctor's offices, all detention, correctional and mental health facilities, all W.L. Gore facilities, all three high schools and some large commercial complexes yet to be identified.

As you can see we are making significant strides to ease the inspection workload of the line companies. It will take a year or more to fully assess what the full impact will be on the line companies but we are expecting a positive outcome. We expect the first quarter 2005 assignments to be out mid December. A training memo will accompany the assignments so as to refresh every one of the changes. In the mean time if you have any questions please feel free

(CHIEF Continued from page 1)

- ⇒ Replacement of SCBAs
- ⇒ Improved computerization and support
- ⇒ Improved dispatching services
- ⇒ Advancing the Bond Program
- ⇒ Expanded contract fire protection
- ⇒ Additional training w/Mutual Aid partners
- ⇒ Purchase a new Quint
- ⇒ Purchase a new Type III Engine
- ⇒ Expand web-based training
- ⇒ Additional staff for home as-

sessments

- ⇒ Expand video-based training
- ⇒ Train 3 additional TRTs
- ⇒ Expand college level coursework
- ⇒ Improve employee recognition process
- ⇒ Expanded labor-mgt relations
- ⇒ Reduce out of district activities
- ⇒ Expand the use of MDCs
- ⇒ Increase pre-planning efforts
- ⇒ Improve EOC operations
- ⇒ Expand physical fitness and

assessments

- ⇒ Improve the FD Web page
 - ⇒ Up-grade safety equipment
- Captain Nathan Hale a patriot during the American Revolution is believed to have said; *"I wish to be useful, and every kind of service necessary for the public good, becomes honorable by being necessary."* Our work is necessary and useful for the public good. Many in the community depend on our efforts. We have much to do and certainly the talent to do it right.
- Thank you for your hard work and Happy Holidays.**



Fire Station Relocations Rolling Along

By: Assistant Fire Chief Jim Wheeler

In May 2004 the citizens of Flagstaff voted to tax themselves to (among other things) relocate four fire stations and to build a new training/EOC facility. These construction projects will be mixed with other city construction projects and built over the next nine years. All projects are expected to be completed by 2013.

The first fire department projects will be to relocate Stations 1, 2, and 3 by essentially shifting everything to the west to correspond with our travel time study. The fire department has had an internal design group hammering out the details desired in a prototypical fire station. Our new stations will be around 7,800 square feet with three apparatus bays: one shorter-type, "working" bay and two longer "storage-type" bays. All properties that are under consideration for purchase will be examined to allow for a fourth bay to be added if necessary. Station 2 (Enterprise and Route 66) will be two working bays, two storage bays, and a Battalion Chief bay for a total of five bays.

Internal design group members are Marc Goldberg, Bob Hiser, Mark Wilson, Dave Dobbs, Mike Kohlbeck, Rick Parker, and Jim Wheeler.

The City's Real Estate Manager is negotiating with property owners to buy property in the areas determined by our travel time study as being optimum for meeting NFPA 1710 response time standards for initial units and the assembly of fifteen (15) firefighters (full force) on the scene of working fires within 8 minutes. The areas selected are:

Station #1 – in the area of Thompson Road and W. Route 66

Station #2 – in the area of Enterprise and E. Route 66

Station #3 – in the area of the Country Club Overpass

In addition to moving ahead with property purchases, an internal City team has been chartered to help shepherd the fire station project through the Development Review Board and Conditional Use Permit Process. Our Project Manager is Susan Thomas from the Capital Improvements Division and team members include representatives from the Planning Division, Engineering Division, Building Division, Utilities, Public Works, and Information Systems.

We have already done some preliminary engineering and architectural work on certain properties identified as meeting our planned locations. For the actual construction work, the City will be using a new method called Design-Build. This contract method combines an architect/engineering firm with a general contractor so that the City will only have to deal with one firm while constructing the stations. The bid documents for the fire stations should hit the streets in the first quarter 2005 with a contract award anticipated in the spring. Specific station design will begin immediately and construction should commence in the Fall 2005. All stations should be completed by 2007.

Fire Station 5 will be designed in 2008 and the Training Center will be designed in 2010. Construction of Fire Station 5 will be completed in 2011 and the Training Center will be completed by 2013. When the current training facilities are vacated, it is our intention to provide an interim training facility/capacity until the new Training Center/EOC can be completed.



TRAINING UPDATE

By: Scott Walton, Training Chief

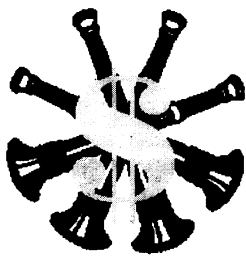
Everyone should know by now that I have recently been assigned as the Training Chief and will be working closely with the Training Division. For those of you that are wondering "how the transition is", after working 25 years on shift and now working a 5-day 40-hour week schedule, the first eight-hour shift was not bad.

Chief Pat Staskey has done an excellent job in bringing the Training Division to where it is today and my plan is to

take over where he left off and not make any major changes. I will continue to work closely with the Shift Training Captains and coordinate most of the training through them and the Shift Battalion Chiefs.

One of my two major goals for this eighteen month assignment is to work within the recommendations from the Work Load Committee and mold our training into a plan that provides quality training to all of personnel while

(TRAINING Continued on page 5)



BUDGET BOX

Winter 2004

Douglas Bogard,
Asst. Fire Chief

Finance Report: FY 2004 - 2005

The monthly financial report ending October 31, 2004 for Personnel, Contractual and Commodities reflect 33.5% expended in 33.3% of the year. (Over Budget)

The department's overtime costs as of November 30, 2004 are \$261,573 or 78% of the budget expended in 41.6% of the year. Non-Holiday overtime costs this year are the result of federal fire reimbursements, training new Firefighters, and our sending nine (9) personnel to the grant funded 200 Hour Hazardous Material Technician class in October.

Factoring in the federal fire reimbursements of \$104,683 for overtime, actual overtime costs are \$230,055 or 68% expended in 41.6% of the year. In November, the department submitted receipts for \$29,000 for the Hurricane assignments in Florida and Alabama.

To date the Hurricane costs have not been recorded in our budget. The department received an additional \$32,240 in external reimbursement for apparatus sent to non-local assignments.

Personnel:

- Hired Kristin Kolanoski as a Fuel Management Technician.
- Sent nine (9) personnel to a Hazardous Material Technician class in Flagstaff.
- Provided the three (3) additional assignment pays available to department personnel.

Projects:

- Completed purchase order and specifications for a Type 1 Engine. Purchasing will initiate the bid process in December 2004.
- Completed annual fit testing and flow testing for department personnel.
- Completed annual hydrant testing program.
- Completed ISO community assessment. Seeking information on the impact additional staff and apparatus will have on our overall rating.
- Completed final acceptance test for the new Special Operations Truck and took delivery of the apparatus. (Grant funded)
- Placed in service new Special Operations Trailer.

- Installed new mutual aid base station. (Grant funded)
- Purchase order completed to install new portable radios and chargers for the Firefighters on front line apparatus. (Grant funded)
- Purchase order issued to reprogram department radio frequencies to align with changes in the PFAC operational radio frequencies.
- Submitted 2005 LEPC grant request for Special Operations Equipment in the amount of \$51,000.
- Completed operational transition plan for mutual aid response to Flagstaff Ranch.
- Completed fleet five (5) year acquisition plans and submitted to Fleet Management.
- Completed input on fleet and program deployment to the fire station design group.
- Authorized to initiate land purchase for new fire station #1.
- Completed annual "clown presentation" in area elementary schools.
- Completed testing and evaluation for next generation of turnout ensemble.
- Developing specifications for the new SCBA air compressor.
- Fire Administration hosted the annual Management/Labor retreat on December 21, 2004.

Purchases:

- Chemical Monitors for Special Operations
- Thermal Imaging Cameras
- Dave Clark Headsets and master control stations
- Portable Radios
- SCBA equipment and parts
- Spreader/Cutters for Hurst Rescue Tool
- Station Library Books
- Station Supplies and Tools
- Fuel Management Supplies
- EMS Supplies
- Special Operations Supplies
- Submitted purchase order for the smoke exhaust system at Fire Station #4.
- Issued purchase order to have station #1, #3, #4, #5, and #6 sumps and drains pumped.

Financial Report – FY 2003 – 2004

The department's final financial report ending June 30, 2004 for Personnel, Contractual, Commodities, and Capital totaled 99.7% expended in 100% of the year. (Under

Northern Arizona Food Bank (NAFB)

WOOD BANK

A Division of Feed My People - Children's Charity

The NAFB has found a way to help low-income families, seniors, and disabled individuals with free firewood. There are many families in Northern Arizona who are living without plumbing and electricity. These people depend on firewood for their heating and cooking needs. Here in Flagstaff there are many families who cannot afford to buy a cord of wood to heat their homes. Here in Coconino County, we have access to donated firewood through the Forest Service, private contractors, and local donors. We are scheduling pick up days here for those local people in need of wood. This also helps with the forest thinning efforts in our community. NAFB will use our fleet of trucks to deliver wood to qualified member agencies during the winter months. This is our second year with the Wood Bank, and we hope to grow this project with the help of our generous supporters.

We are always accepting donation of firewood from local businesses and individuals. We ask that the wood be cut into 16" lengths or less. Wood can be delivered to the Northern Arizona Food Bank at 3805 E. Huntington Drive, Flagstaff, AZ 86001

There are two ways that you can help support our "Wood Bank" program:

- 1) **Volunteer** - We are always in need of volunteers to help haul, sort, and deliver wood. If you are interested in becoming a volunteer, please go to our volunteer page (<http://www.nafoodbank.org/subjects/volunteers/volunteers.htm>) for more information.
- 2) **A Monetary Donation** - Your monetary support will help us with the costs of fuel and equipment that are needed to maintain the Wood Bank program. By using the following process (<http://www.nafoodbank.org/subjects/woodbank/woodbank.htm>) your donation will specifically be used to support the Wood Bank program.

CONTACT INFORMATION

Northern Arizona Food Bank (NAFB)

3805 East Huntington Drive
Flagstaff, AZ 86004
Phone: (928) 526-2211
Fax: (928) 526-9505
Email: info@nafoodbank.org
Website: www.nafoodbank.org

(TRAINING Continued from page 3)

staying in District (most of the time).

My second goal is to improve our relationship and training with mutual aid partners so we can move from a mutual aid response mode to an automatic aid response.

There are two major projects we are currently working on in the Training Division.

The first is our new Special Operations Trailer, which was just put in-service along with our new Special Operations Vehicle, scheduled for delivery the end of December. This equipment will be an asset to our organization and community since we will be responding to Special Operation incidents throughout the Northern Arizona region. I encourage all of you to take a look at the new apparatus and equipment as it is placed in service. Additional train-

ing will be provided to those individuals who need assistance with pulling and/or backing a trailer. We are also considering adding this driving skill to the testing criteria for the next Engineer's Test. Special Operations Training will be a priority for all of us due to the environment we are now facing as public safety providers.

Our second major project is a partnership with Flagstaff Fire Department and Coconino Community College in the joint purchase of a training facility. This will be a new burn building along with classrooms that will be used by the FFD Training Division and the CCC Fire Science course.

If you have any input for the training program, please get it to your assigned Shift Training Officer so we may continue to provide quality training and safety measures to our personnel.

CHANGE AND TRANSITION



By: Battalion Chief Pat Staskey

My last 18 months with the Flagstaff Fire Department have truly been a learning process categorized by the word **"transition"**.

From the color of shirt I wear...all the way down to the shift I

worked...through the taking of a promotion - everything was about transition. Many new and challenging responsibilities also surfaced during this period of change. My better half, Miss. Jenny, can attest to the fact that these major transitions brought on numerous smaller changes in my lifestyle and my family's lifestyle.

Our good friend, Mr. Webster, defines "transition" as *the process or an instance of changing from one form, state, activity, or place to another*. While this definition makes a transition sound somewhat uneventful, many of us have witnessed the different effects transition has on individuals. Some may ask what are some of the key components of individual transition and change.

In my opinion there are two important factors in viewing how individuals cope with change. The first is your skill level and the second is your attitude. Attitude is by far the most important component. People shape their individual futures and the amount of change and/or transition they accept not by computers and technology, but through their personal willingness to buy into a transition or *really their own future*. Or they choose to reject a change or transition. It is not the change that is difficult; it is the people and those who resist change.

Change is external (a physical component)

Transition is internal (a mental component)

Relating to human nature, generally, change is simple to figure out on the outside or externally. The internal transition or mental acceptance is the difficult part.

Also there is one other component critical to change and transition. That is the other people we associate with. This can be family, friends and colleagues. A

positive support network gives an individual the ability to express thoughts and feelings about change, bounce ideas around and in this sense getting other viewpoints about an upcoming change is significant. During my personal transitions of the past 18 months I have been very fortunate in this area. The ability to discuss transitions with family and colleagues, as well as the ability to develop new working relationships has eased the process of transition.

As I now go through a new transition back the line as a BC, the process of change and transition continues for myself, my family, the members of C-shift and Administration. Has the road been a little bumpy? Yes, at times, but all the above parties have been very supportive and I appreciate this. It definitely paves the way for a continued smooth transition. Thank you all for that!

My questions to the readers of this article are these: The next time you, your company or your entire organization is faced with a changing situation or environment, (this can be a new program or project, a new performance evaluation process, a new mail system, a new promotional exam process, a new BC, or training BC a station move - just to name a few),

- * Do you accept the change or resist?
- * Is it an opportunity to grow and learn, or a penalty?
- * Is the glass half full or empty?
- * If there is a feeling of resistance is it related to the external physical change or is it an internal mental component.

Talk it over with your support group. A final thought about change and transition

"Change is inevitable, loss is optional"

As we transition into the holidays and a new year, here's hoping you and your family have a great holiday season filled with good times, cheer and a little positive change!!

Community Wildfire Protection Plan

for Flagstaff and Surrounding Communities in the Coconino and Kaibab National Forests of Coconino County AZ" (Oct 2004)

By Paul Summerfelt, Fuel Management Officer

During the past 9 months, we have been actively engaged with our partners, and have taken a primary leadership role, in developing a Community Wildfire Protection Plan (CWPP) for the greater Flagstaff area. This article is a brief summary of that effort, what the CWPP is, and how it will help us meet the continuing-and-growing threat of wildland fire.

Background: The CWPP, authorized by the Healthy Forests Restoration Act (HFRA) of 2003, is both a strategic plan and an action plan. It provides a broad operating framework for all agencies and ownerships – private, city, county, state, and federal – within the area, while identifying protection priorities, general actions (to be adjusted by the jurisdictional agency based upon specific site conditions and needs), and potential activities to improve protection capability.

Currently, there are approximately 50 CWPP's under development throughout the State of AZ: only a handful have been completed and approved. Our CWPP, involving a **Wildland-Urban Interface Zone** of slightly-over 280,000 acres, surrounded by an **Analysis Area** of nearly 935,000 acres of mixed ownership and jurisdiction, is one of the largest, if not the largest, in AZ.

1. Provide guidelines to protect Flagstaff and surrounding communities from catastrophic wildfire by means of:
 - a. An educated and involved public,
 - b. Implementation of forest treatment projects designed to reduce wildfire threat and improve long-term forest health, in a progressive and prioritized manner, and
 - c. Utilization of FireWise building techniques and principles.

2. Qualify our area for potential future federal appropriations.

Key Considerations: Our CWPP was developed as a joint-venture between the Ponderosa Fire Advisory Council (PFAC) representing 16 local emergency fire agencies, and the Greater Flagstaff Forests Partnership (GFFP), a 27-member group committed to ecological forest restoration and community wildfire protection. Five mutual objectives influenced plan development:

- a) Create a healthy and sustainable forest and pro-

tect communities by implementing forest treatments designed to reduce the threat of catastrophic wildfire.

- b) Engage the public by providing opportunities in both preparedness and mitigation efforts.
- c) Support efforts to establish effective and sustainable methods to utilize small-diameter wood and other forest biomass.
- d) Promote FireWise building materials and construction techniques, as well as creation and maintenance of defensible properties and neighborhoods.
- e) Attract necessary funding (appropriations, contracts, donations, grants, etc) to successfully reduce fire threat.

The **Analysis Area** boundary was based upon a melding of the existing boundaries of the PFAC members, the GFFP region, the City of Flagstaff corporate boundary, and the Metropolitan Planning Area, and an appreciation of the common ecosystem and predominate wildfire spread vector. It includes the communities of the Greater Flagstaff area (City of Flagstaff, Doney Park, Timberline-Fernwood, Kachina Village, and Mountaineer), Parks-Bellefont, Sedona (including Oak Creek Canyon), Munds Park, and Mormon Lake

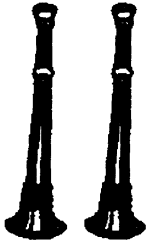
The plan also reflects the "Guiding Principles for Forest Restoration and Community Protection" as developed by Governor Napalitano's Forest Health Advisory and Oversight Councils. Further, it was developed in accordance with the 8-step process detailed in "Preparing a Community Wildfire Protection Plan: A Handbook for Wildland-Urban Interface Communities" (March 2004).

Community Benefits and Considerations: Community protection and preparedness is a critical step toward mitigating immediate fire hazards and restoring the forest ecosystem. The plan outlines actions needed to prepare and equip the greater Flagstaff-area community to live and thrive within our fire-adapted ponderosa pine forests, including:

Protection Priorities – Identification of a **Wildland-Urban Interface Zone** is a requirement of the HFRA. Although the plan area includes all jurisdictions and ownerships, a minimum of 50% of future federal fuel-management related appropriations must be expended on federal lands

(WILDFIRE PLAN Continued on page 8)

New Thoughts for the Future



By Captain Mark Johnson

The Workload /Out of District group has been meeting regularly for the past few months trying to trim how much and where we are spending our days. After a lot of data gathering, surveys to the public and other department information we are very close to implementing some new thoughts and concepts for Flagstaff Fire Department. The following concepts have been derived from many sources including our mission statement.

As we have discovered we as a department are stretching ourselves very thin. With more and more calls for service (approx. 8,000 as of November 1st) we are working to find that fine balance of our number-one priority...

Emergency Response. We are expected to resolve any problem the public calls for. Our business is really the "All Risk" concept. Because we have taken on so much we are lessening our ability to deliver our "bread and butter" job of responding to 911 calls.

So here is what we have come up with for our future. The following are in the discussion phase with Chief Iacona. He is in support of our recommendations and is working closely with our group to make the concepts happen.

We have identified four areas we are primarily involved with. Each centers on our ability to respond with-in

3-4 minutes to a 911 call.

Inspections- Fire Prevention is revamping the number and frequency of inspections we do per year. They are also working to keep inspections in district when possible. This should be coming in the 1st qtr of 2005

Training- More frequent "In house" training will be the focus. We still need to meet as "multi-company" training to hone our skills as a team but, we are reducing the time and frequency of units leaving district to train. When we do meet as companies try and schedule three sessions instead of the ole' East & West side concept. This will decrease the number of districts left vacant for a shorter period of time.

These changes are already in line, more to come. Also, closed circuit television is being designed into our new stations. Along with these new thoughts we are also exploring additional electronic venues to our advantage in day-to-day communication. For the immediate future we are looking at tele-conference phones & "web cams" for some aspects of training and regular meetings.

Fuel Management- Wildfire is still a MAJOR threat to our city. Our new focus still involves "pile burns and prescribed fires". However, we will maintain or "reflex time" to respond. This means the piles we burn will be in close

(FUTURE Continued on page 9)

(WILDFIRE PLAN Continued from page 7)

within this area.

General Actions – The CWPP outlines general desired future conditions, potential treatments (ex: pile burn vs. broadcast burn) and types (ex: light thinning vs. heavy thinning), and FireWise measures designed to protect structures on private lands.

Improve Protection Capabilities – Summarizes 20 activities, specific to our area, ranging from increased public education to legislation-and-appropriations to development of a small-diameter wood industry to implementation of an effective monitoring plan.

Community Involvement: Extensive public outreach efforts occurred consistently throughout the development period: comments received during the formal 45-day public comment were largely included into the final document. Both the US Forest Service (Coconino National

Forest) and the National Park Service (Flagstaff-Area Monuments) were kept apprised, and each recently endorsed the plan. In addition, contact and coordination occurred with the Kaibab National Forest and the Williams Interagency Fire Advisory Council as they moved forward developing their own plan.

To create the plan, we engaged Northern Arizona University's Forest Ecosystem Restoration Analysis (ForestERA) project to provide baseline data and analysis to assess the impacts of ponderosa pine restoration and fuel-reduction treatments.

Finally, the CWPP is meant to be a dynamic document, with periodic reviews, resulting in revisions as necessary to include adjustments in Protection Priorities (involving boundary areas), General Actions, or Improved Protection Capabilities, by a joint PFAC-GFFP team. The first review is scheduled to occur within the next 6 months.

Plan: The plan is 144 pages in-length, and includes nu-

New Lead Worker Joins Fuel Management Crew

The Flagstaff Fire Departments' new Fuel Management Lead Worker **Krisitn Kolanoski** came on board in October, 2004. Here is a brief accounting of what Kristin has been up to before coming to the FFD:

"I was born and raised in the in Atlanta, Georgia area. In 1992, I moved to Tucson where I attended college at U of A., receiving a B.S. in Ecology and Evolutionary Biology in 1996. Two weeks later, I packed up my Honda Civic with all my necessary belongings and headed to the bucking Bronco state, Wyoming, where I spent two summers and a winter in Grand Teton National Park doing lots and lots of fun things – hiking, skiing, etc. I then moved to Portland, Oregon where I worked for an AmeriCorps streambank restoration crew and during days off explored the beautiful forests of the Pacific Northwest. One year later, I was working on a joint research project with Oregon State University and University of Washington surveying vegetation. In January 1999, I decided to pick up my belongings once again and attend graduate school at NAU, receiving a Masters of Science in Forestry in 2002. Once that was done, I decided to fulfill my desire of experiencing the world of fire: over the last three seasons, I worked for Grand Canyon Fire and Aviation, Flagstaff Hotshots, and Mormon Lake Hotshots. I am now excited to take on the challenges of being Crew Boss for the Fuel Management Crew and getting to meet and know everyone in the Fire Department."

WELCOME ABOARD KRISTIN

(FUTURE Continued from page 8)

proximity to our apparatus and will no longer take us out of service while completing them. Officers will have every latitude to decide when to complete these projects. Keep in mind we have a "window" to get these piles done. Chief Iacona has also approved recalls for members to complete prescribed fire, which may take more attention and could tie up a company. He is also working with Local 1505 Officers on a new policy to handle these recalls. Chief Summerfelt and AFMO Shiery have already reduced the number and locations of many pile burns in assigned districts. Contract fire burns are no longer being handled by on duty crews.

Miscellaneous- this category involves many parts.

Apparatus maintenance- Crews should call Pete for repairs that can be completed in house. Most repairs will probably need to be done at the shop; however, Pete can advise us on what he can or cannot do at the stations.

Mail run/Supplies- a new concept for mail delivery is in the works. As you are reading this it may already be in effect. Our plan is to have stations coordinate east and west delivery and get mail to the appropriate station. We are also looking at reducing the days which mail comes into the office. The same concept for station supplies is being looked at. This too is in the works.

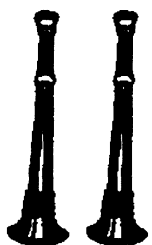
Fuel – Luckily we only have two units that need to leave their district for fuel. Chief Bogard is working with city staff to get Fuel keys for Engines 2 & 5

Now for Johnson's soap box

We have looked at many parts of our mission statement. This has been our guiding force for our resolutions. Everything we have looked at is geared towards our ability to respond for those who need us. This includes being where we are supposed to be when *they* call. Officers should consider themselves as a mini-Fire Chief in their district. This means you are responsible for response, prevention, mitigation and preparation. Can you imagine if your unit was out of district at say...vacation picks at station 1 and a call for a person not breathing comes in for your district? How would we explain that to our customers? This is NOT the "cost of business" The cost of business is paying overtime for members to complete a prescribed burn instead of an on duty crew. Every member of staff is on-board with this concept and has been working with the group to make us more efficient and to be there when folks need us. The group would like to thank all of staff for taking a look at their part of the mission and making adjustments where they can We have covered a lot of ground however, any additional thoughts or idea's are always welcome! .

Lastly, to leave everybody with a thought. Next time you

Color Commentary



By Captain Dave Wolf

Beginning in January, there will be a few minor changes to SOP 1.312 outlining some steps to help in the transition to a new mindset. One change will be that supervisor comments will be needed in each section of our performance evaluations, not just for areas where the employee Excels. To further the process along the Battalion Chiefs will review all performance evaluations for color content prior to them being shared with the employee. This new process will take a little more time but our employees are worth the effort and they will appreciate it. A performance evaluation should make the employee and the supervisor better by increasing the level of communication between the two.

Why the change and what is "color" content? Lets start the explanation with some history.

Twenty years of tradition is hard to overcome sometimes. When something has been done a certain way for that long occasionally we fail to ask the question, "How could we do it better?" or perhaps even more important, "Why do we do it that way?"

The Flagstaff Fire Department is as good as is it because we ask those questions quite a bit concerning much of what we do. Through training, experience, the recognition of the hazards of the job and dare I say, a progressive tradition, we all recognize the dangers of "Group Think". Most of the personnel on this department view a lot of the things we do with a critical eye, this is a good thing most of the time. It forces us to constantly reevaluate.

One area where we have let tradition get a firm grip on us is the completion of performance evaluations. I think part of the problem is, because we all work with our Supervisors on a daily basis, we work out the issues as they occur and by the time a performance evaluation is due, we have little to discuss. At least this is the tradition.

The problem with this tradition is that anyone reading one of our performance evaluations would have

little idea of how well most of us are doing or what areas we need to work on. How many times have you seen or written, "Frank fits in well with the team", or "Harry delivers great customer service", or "Sally, as an engineer, is always on top of apparatus maintenance."

All these are great things but the picture these phrases paint are colorless and while it may mean something to you today, a year from now it reveals nothing of performance. Don't we deserve better? Don't those being evaluated deserve better?

Another problem that has led us down the path of poor performance descriptions is the fear that, by writing too much, we open the door to litigation if our rosy picture of an employee later turns sour. Some of us were trained to think that way. The reality is some employees do turn sour and if everything is documented there will be no problems for the supervisor.

The third thing is we have no way to complete performance evaluations except by hand. Writing a short, legible essay on performance evaluation by hand limits our options.

It is time to kick this tradition of colorless evaluations out the window and use our performance evaluations to paint a colorful, descriptive picture of how we are doing and how we can improve.

"Frank fits in well with the team. Frank does this by always being there to help out. Even after Frank has finished any task assigned to him he then searches for ways to help his teammates finish their tasks quicker and more efficiently. Frank is always reading industry journals and often shares what he has learned with the crew. Frank is good on emergency calls, he remains calm and professional and his demeanor lends a calming affect to the incident and the team. Frank carries more than his share of the load around the station by always knowing what needs to be done and getting it done early in the shift."

(*COLOR* Continued on page 11)

Lessons Learned

By Captain Dave Wolf

I ran into a situation the other night on a call on I-40 during a blizzard with numerous wrecks all over town.

We responded to a call, semi into a passenger car. Upon arrival we learned the accident happened 1.5 hours earlier. The "patient" wanted to go to the hospital after having declined transport earlier. GMT transported while we secured the scene.

I-40 was slippery, visibility was poor, and I wanted to get out of there.

We helped the truck driver with his rig for about 10 minutes and were ready to leave when someone walked up to us and reported they had slid off the road three hours ago and were still waiting for DPS to arrive. We asked if he was hurt and he said he was sore from a traffic accident three days ago. He was shivering so I put him in the cab of E-4 to warm up.

DPS arrived and I asked the officer to talk to the guy in the engine first. The DPS officer got the information he needed and said the young man was free to go.

Because he was complaining of his prior accident he was asked if he wanted to go the hospital. He said that perhaps he should so I elected to get him and us out of there and take him to FMC on E-4. I felt it was safer to do that than wait for GMT and risk being hit by a sliding vehicle.

While I believe it was a good call for safety issues to get E-4 off I-40 I was remiss in not making contact with GMT to meet us somewhere to transfer the patient. The patient was a walking wounded type and by choosing to take him to FMC I not only diverted the C.O.N. for GMT but also tied up E-4 for too long a time.

I should have asked GMT to meet us at the Target parking lot or some other secure location to transfer the patient. This would have gotten us out of a bad situation just the same, it would have met GMT's responsibility, and E-4 would have been available sooner.

We did not miss any calls but we could have.

(COLOR Continued from page 10)

Which description of Frank as a team player best describes Frank? Which description do you think Frank would like to see on his evaluation? Which description would help anyone reading the performance evaluation understand the value Frank has to this organization?

For probationary employees, much of what they need to focus on is basic skills and basic skills have time criteria or certain steps that need to be completed to succeed in the task. Does Joe always forget the hose clamp? Does it take Joe more than 30 seconds three of every four times to don his SCBA? Does Joe often forget a safety when tying a bowlin?

Whatever it is, good or bad, it needs to be documented in the descriptive portion of the evaluation. If it is something that Joe needs to work on describe on the evaluation what the improvement plan is and how long Joe has to improve to the point where he meets our standards. How else will Joe know what he needs to do to succeed?

We need to change our mindset and work on painting a picture of our performance that everyone can

see. The person who needs to see that picture might be Joe's next Captain who needs to know what Joe needs to work on and what Joe's strengths are or it might be Joe's new BC or it might be the City Manager who reviews all performance evaluations.

Performance evaluations might also be a part of the promotional decision process. Think back on the evaluations you have had or done. What kind of picture did they paint? Was the color content good? Would anyone reading it know about your performance? Would they know your strengths and the weaknesses you have overcome?

We are working to get our performance evaluation forms available on the City's Intranet, You can then save them on your computer in WORD and complete the form or you can print them out and you can complete it by hand if you like that better.

So, get out those brushes and paint a colorful, accurate picture of your crew's performance. They deserve it.

Haz Mat Response Program Adds Personnel and Equipment

By Engineer/Haz Mat Tech
Dave Manning

The Flagstaff Fire Department Special Operations Program has been gaining steady momentum and has taken some significant strides toward meeting the goal of being more capable of responding to Hazardous Materials incidents within the city and Northern Arizona region.

Haz Mat Technician Course

After five very long weeks the Coconino County sponsored Hazardous Materials Technician course has concluded and the eighteen class participants have graduated. Three area fire departments; City of Flagstaff, Summit Fire District and Pinewood Fire District as well as the Department of Public Safety and Guardian Medical Transport were represented.

The course, which started on September 27th and concluded on October 29th, was coordinated by FFD Haz Mat Program Manager, Captain Steve Winiecki. Several other FFD Haz Mat Technicians served as instructors for various portions of the course. Captain/HMT Tim White, Captain/HMT Marty Gordon, Captain/HMT Dave Dobbs, Captain/HMT Mike Ryan, Engineer/HMT Dave Manning, Firefighter/HMT Mark Tracy, and Firefighter/HMT Jeff Bierer all lent their considerable knowledge and expertise to the task of training the next generation of "Haz-Mat-eers".

New FFD Haz Mat Team members include Captain Dave Wolf, Engineer Randy Watkins, and Engineer Paul Beitler. These members met all required competencies and are now officially assigned to the Haz Mat program.

Additionally Engineer Todd George, Engineer Scott Strohmeyer, Engineer

Earl Callander, Firefighter Aaron Wells, Firefighter David Wilson, and Firefighter Matt Turner have completed their training and are awaiting a slot in the program. When this group is fully integrated FFD will have six Haz Mat Technicians assigned to each shift.

This will be a major milestone for the Haz Mat Team. Hazardous Material incidents are extremely labor intensive and many functions require the expertise and oversight of personnel trained to the Haz Mat Technician Level. In order to set up and function it requires a minimum of six Haz Mat Technicians to fill the basic roles necessary to safely mitigate a Haz Mat incident. Previously there had been three to four Haz Mat Technicians on each shift which would necessitate a recall of off duty personnel for most incidents.

Ultimately the team would like to have as many as eight or ten Haz Mat Technicians assigned to each shift which would allow for more effective, efficient and safe operations.

More Haz Mat Training

The Department of Homeland Defense has sponsored two additional training courses in Flagstaff during the past few months. First was a Computer Aided Management of Emergency Operations (CAMEO) for Weapons of Mass Destruction Incidents. This course was an advanced CAMEO course that focused on using the related computer programs to research the properties of a wide variety of chemical and biological agents and then plan for the evacuation and decontamination and treatment of victims.

The second was a sampling course which taught the Haz Mat Techs how

to properly collect samples of suspected chemical and biological materials with a heavy emphasis on utilizing sterile collection techniques. This course is a pre-requisite for other, more advanced courses that our HMTs will be attending in the future.

NEW STUFF (Equipment)

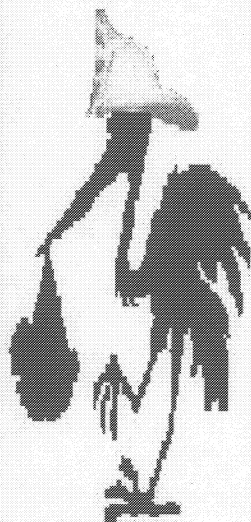
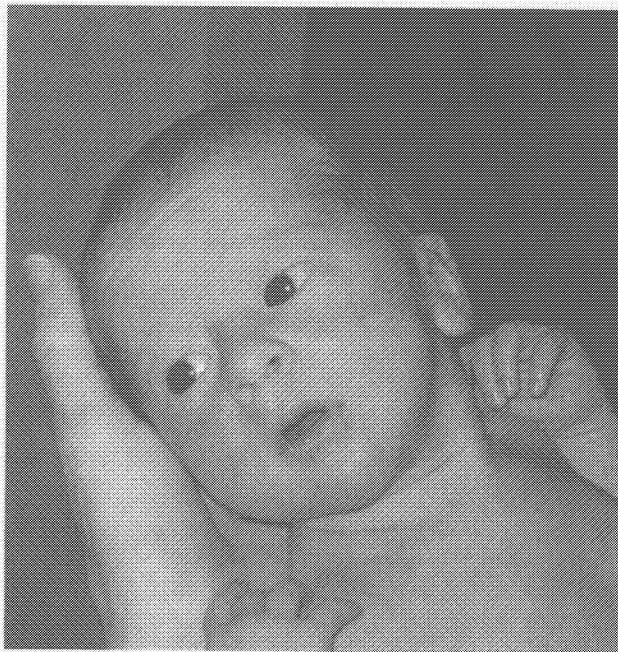
The new Hazardous Materials Response vehicle (see photo on cover page) arrived in Flagstaff on December 16th and will be placed into service as soon as humanly possible. This truck was purchased through a grant obtained by the Coconino County LEPC and will give our Haz Mat Team a much needed upgrade to our response capabilities within the region.

The Haz Mat Team has also replaced their aging MSA SCBAs with the newest generation of SCOTT 60 minute, 4500 psi breathing apparatus. The team has 10 new SCBA packs with bottles, masks and regulators.

Add to this two new APD 2000 multi-gas/radiological meters and a newly developed WMD Haz Cat kit and you can see that the program is alive and well and keeping pace with an ever changing environment and ever increasing need for Haz Mat response capabilities.

It doesn't end here. There is much more to come as we continue to apply for grants that will provide both equipment and training for our program. We will continue to cycle all of the Haz Mat Technicians through a series of courses being offered by the Department of Homeland Defense which cover a wide range of topics including response to radiological emergencies, chemical weapons release, live biological agents and a host of other modern day hazards we hopefully will never have to respond to but must

New Recruits



Miss Jaydn Romero (above) made her grand entrance on November 24th, 2004 @ 1601. Her birth weight was 5 pounds, 3 ounces and she was 18 1/4 inches long. Parents Shannon and **Firefighter Robert Romero** are now living in a world that has forever changed. Jaydn is the granddaughter of **Engineer Dan Romero**.



Amy and **Engineer Todd George** have a new bundle of joy keeping them hopping with the addition of Miss Sophia Rose George (above) to their family. Sophia was born with a full head of hair on September 22nd, 2004. At birth she was 18 inches long and weighed 7 pounds 7 ounces.

Margaret and **Firefighter Joe Toth** have added Master Steiven Joseph Christian Toth (left) to the clan. Steiven was born June 16th, 2004 he was 20 inches long and tipped the scales at six pounds fifteen ounces at birth.

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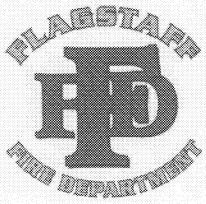
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Flagstaff Fire Department
211 West Aspen Avenue
Flagstaff, Arizona 86001

New FFD Haz Mat / Special Operations Vehicle to Serve the City of Flagstaff, Coconino County and Beyond



See Haz Mat Response Program inside